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25 May 1947

FROM: COPS-
TO:

MEMORANDUM FOR THE EXECUTIVE OFFICER

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Genl. 1075

Subject: Employment Review Board

- Enclosures: A. Memorandum from [redacted] to Messrs. [redacted] (in turn), subject, "Draft of SO Directive No. 18 Subject: Employment Review Board", dated 25 May 1947
- B. Draft of S.O. Directive No. 18
- C. Memorandum from [redacted] through [redacted] dated 9 April 1947

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1. Recently, when we discussed the subject of interviewing and accepting candidates for employment in OSO, I expressed general approval of an employment review board along the lines presently used by the [redacted]. However, since the receipt of the attached draft directive, I have reconsidered the problem in some detail and have changed my original opinion. I believe that from the point of view of Operations, it would be more efficient for us to arrange our own interviews with prospective representatives and form our own opinions after the usual personnel procedures have been accomplished. You no doubt remember that the officer in charge of this activity in the [redacted] when interviewed by [redacted] expressed the opinion that private interviews by officials concerned would be preferable to the committee interview. I believe that this has a certain merit. To be specific, let us suppose that a candidate is being considered by a field post in the area controlled by any certain branch. If this individual is to be an intelligence officer of importance, he is thoroughly interviewed by the desk concerned, by the division, if any, by the branch chief, and lastly, by me. I propose to tighten up these interviews and require a comprehensive written report on the qualifications and suitability of the candidate. This procedure, which contains much more flexibility and more independence of appreciation than the interview by committee, will, I believe, serve best our purposes.

2. To summarize, I now feel that the candidate should pass through the security test, the appraisal, and interview by

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Personnel and, having cleared these hurdles, should then be thoroughly interviewed by those who are directly charged with his activities and responsibilities.

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No copies of attachments herewith.

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